

# DRMI Newsletter

Defense Resources Management Institute, Naval Postgraduate School, Monterey, California

Issue 8

[www.nps.navy.mil/drmi/](http://www.nps.navy.mil/drmi/)

April 1, 2004

## DRMI Activities

DRMI has started 2004 with a bang. DRMC 04-1 had participants from Germany, Mexico, New Zealand, Norway, the Philippines, Taiwan, Turkey, and the United States. 38 countries are represented in the ongoing IDMC 04-1, which graduates (graduated?) on 14 April. The upcoming DRMCs in May, July and August will have at least ten countries represented in each class. SIDMC 04-1 and IDMC 04-2 both are projected to have at least 38 countries represented when the classes convene.

Our February mobile course in Macedonia had 23 participants. It was our first mobile education course taught in Macedonia. We also had a team that returned from Guatemala just last week. Upcoming international courses include those in Honduras, Argentina, Thailand, and Tajikistan in the next quarter. Tajikistan represents another new country for DRMI, and at this time, we expect to include participants from Afghanistan.

For the remainder of the calendar year, courses are planned in Malaysia, Belize, Argentina, Lithuania, and Bosnia and Herzegovina.

### Trip Report: IDMC04-1 Goes to Washington, DC

During the week of 9 March, IDMC 04-1 participants visited Washington, DC as part of the informational program. Overall, the trip went well: no one got lost; no one was hurt or was ill; many photos were taken; the participants seemed happy; and the briefings were reasonably good. Three excellent escorts made sure everything flowed smoothly. We thank professors Mahone, Melese, and Satterthwaite, and also Mary Jo McDonough, the trip coordinator, for their assistance.

The class flew from San Jose Airport to Dulles, and settled into the hotel without too much problem (a little extra "side trip" through Georgetown, because the bus driver wasn't paying attention, was "included" in the trip!). Participants had a city tour (by bus), including a tour of the Capitol, and briefings by folks at the Defense Security Cooperation Agency, the

Pentagon, the Institute for Defense Analyses, and the State Department. Many participants took advantage of their free time to visit embassy friends.

## Faculty and Staff News

### New Faculty

Jomana Amara will join the DRMI faculty this summer as an assistant professor of economics. Jomana is currently completing her Ph.D. in economics at the University of Houston. She holds a bachelor of science in chemical engineering, a master of science in industrial engineering and worked for Shell Oil Co. for six years before returning to school for her masters degree.

### LTC Scott Mahone Prepares for Retirement



"Yep! Its official and God keeps on blessing us! We are rolling up the pup tent and sleeping bags after 26 years, 3 months and 19 days! We will leave California the middle of June to move to Georgia. It will have been 5 terrific years here at DRMI for us and we have enjoyed almost every

moment. We have bought a villa on the 5th hole of Georgia National Golf Course on Lake Dow in Henry County, Georgia and plan to do some serious golfing, fishing and relaxing for the next few months."

Scott's official retirement date is later in the year, so we will post more about his many accomplishments when he officially leaves the service. Congratulations, Scott, Queen, and Andy.

### Susan Dooley Retires from the Marine Corps and Joins the DRMI Staff

On 26 February, LtCol Susan Dooley, USMC (ret) celebrated her retirement with her family, DRMI, several IDMC participants and various NPS faculty and staff. The ceremony was opened by the Monterey High JROTC color guard; Susan's son Christopher was a rifle

bearer. Other participants in the ceremony were Dean Robert ORD (SIGS), Captain Jasper USN (Associate Dean of SIGS), LtCol Overton (the NPS Marine Corps representative), and CJ LaCivita. Susan was presented a Joint Service Commendation Medal, along with a letter from President Bush, the Commandant of the Marine Corps, and her retirement certificate and flag. Susan's speech during the ceremony highlighted the support her family and friends gave her during her 23 years of active service, to include making the decision to retire.



Susan joined the Marine Corps in 1981 after graduation from Holy Cross College in Massachusetts. She was an aviation supply officer, as well as a manpower analyst at Headquarters Marine Corps. She found her latest billet, as a lecturer at DRMI, was so enjoyable, she couldn't leave the area or the Institute. The Dooleys recently bought a house in the area and expect to stay for a while. Susan was hired as Mary Rookwood's replacement as the administrative officer for DRMI. The hardest transition for Susan to make is not answering the phone, "DRMI Admin, LtCol Dooley!"

### Mary Andrews-Rookwood's Retirement



After more than 30 years of federal service, Mary Andrews-Rookwood retired from civil service on January 2. She was awarded the Navy Superior Civilian Service Award. The award read:

### NAVY SUPERIOR CIVILIAN SERVICE AWARD TO Mary A. Andrews-Rookwood For service as set forth in the following CITATION:

For superior civilian service as demonstrated by your exemplary performance, outstanding achievements and significant contributions to the mission of the Defense Resources Management Institute (DRMI), Naval Postgraduate School (NPS) from 1973 to 2004. As the Administrative Officer and International Military Student Officer (IMSO) of DRMI, you became a key contributor to the outstanding worldwide reputation enjoyed by the Institute. First, your meticulous attention to detail and strong organizational skills resulted in filling the Institute's classroom, thereby ensuring a dependable stream of reimbursable earnings. Then your impeccable supervision of the administrative office allowed for the timely and efficient processing of resident participants, thereby ensuring they were free to focus on the educational requirements of their course of study. Your compassion and sincere concern for these more than 400 participants, including approximately 225 officials from 60 countries, who attended the Institute's resident programs each year made you a true ambassador of the United States. In spite of an almost overwhelming workload, you made time to design and develop a database that allowed the Institute to manage its more than 27,000 alumni. Your tireless efforts were most appreciated within the Navy IMSO community as evidenced by your selection as IMSO of the Year in 2003. Your extensive knowledge about security assistance made you a valuable source of information as new DoD programs -- like the Center for Civil Military Relations and the International Defense Acquisition Resources Management Program -- were created within the Expanded IMET program. Your timely, accurate responses to all inquiries from the Defense Security Cooperation Agency and the worldwide network of security assistance organizations made you a model for how administration should be done. Your quota control responsibilities at DRMI resulted in your selection to represent the Institute at various annual international conferences for the Combatant Commands. All of your contributions -- internal to DRMI, within NPS, and within the worldwide DoD security assistance community -- enhanced the enviable international reputation the Institute enjoys around the globe. Your accomplishments reflect great credit on you and the Naval Postgraduate

School and are in keeping with the highest traditions of service to the Department of the Navy.

*David Ellison, Rear Admiral, United States Navy*

## Participant News

IDMC 04-1: Class leader, Brigadier General Oketta from Uganda, joined LTC Scott Mahone at Seaside High School in Seaside, CA to view the beautification work on campus done by some of DRMI's participants. The general was impressed with what the parents, students, teachers, and guests had done to improve the learning environment at the school. He provided a generous gift to the school, which was very much appreciated by the Seaside High School community.

IDMC02-2: Ms. Luciana MICHA, our lovely young class leader, was in a terrible automobile accident recently and broke 30 bones. Her fiancé was killed. She could definitely use some words of support. For those of you who knew her, Luciana's e-mail is: lumicha@hotmail.com. If you want to send her a card, please direct it to us in DRMI Admin and we will find her home address:

Ms. Luciana Micha  
c/o DRMI Administration  
1522 Cunningham Road  
Monterey, CA 93943.

IDMC 97-2: Davor Cuticwrites, "With this letter I inform you that from February 1st I am appointed to the new position as deputy head of Defense Policy and Planning Department in Croatian MOD."

IDMC 03-2: General Mohamed Obeid from Lebanon writes that he was promoted to general at the beginning of the year. Congratulations!

Please send us your news!

## DRMI Course Catalog and Brochure

DRMI's course catalog and the Defense Resources Management Course brochure are available. If you would like copies, please contact the Admin Office at 831-656-2104 (DSN 756) or send e-mail to DrmiAdmin@nps.navy.mil

## Curriculum Developments, Teaching News, and Faculty/Staff Service

### Iraqi Defense Planners Workshop

In February Diana Angelis, Robert McNab and Al Polley, along with faculty from other institutions, helped develop and teach a course that supports the preparation of future mid- and senior-level military and civilian leaders of the Iraqi security institutions to manage and lead the Iraqi Ministry of Defense and Joint Force Headquarters. The Iraqi Defense Planners Workshop emphasizes development of a national security strategy, defense resource allocation, financial management, civil-military relations and the role of military forces in democratic society.



During the first week of the course, DRMI faculty worked with Iraqi MOD personnel to identify threats, resource constraints, and methods of planning, programming, and budgeting in an unstable security environment. Working in small discussion groups, DRMI faculty facilitated discussion on topics including Iraq's national security strategy, the linkages between a national security strategy and the budgeting environment, and methods of analysis to support linkages between threats, policies, forces, and budgets. Iraqi participants, at the end of the DRMI instruction period, were able to synthesize a proposed program structure for the new Iraqi Army which returned with them to the new Ministry of Defense at the conclusion of the three-week course.

The course is taught in Washington DC. Robert McNab, Jim Blandin and Steve Hurst taught the second iteration in March. CJ LaCivita, John

Enns and Eva Regnier are scheduled to teach the third iteration in June.

### **International Defense Acquisition Management Program (IDARM)**

Jim Blandin and Don Bonsper participated in the semi-annual resident course offered by the International Defense Acquisition Management Program (IDARM). The course was held in the facilities of the Center for Civil Military Relations, 1-12 March 04, and included 15 internationals from eight countries. Jim lectured on force structure planning and Don presented materials on budget design and the PPBE process.

LtCol Bill Johnson taught the Marine Corps Practical Comptrollership Course (MCPCC) 23-27 February. The MCPCC is taught twice a year aboard NPS. Approximately 28 to 30 students attend, with an equal mix of officers (lieutenant through major) and mid grade civilian employees (GS-9 to 13). The purpose of the course is to give an overview of all aspects of comptrollership. The format is lecture with a case assignment at the end of the week. The next course is scheduled for 3-7 May.

Bob McNab taught GB 4071 Economics and Cost-Benefit Analysis in the business school in the winter quarter, January through March. He is currently teaching NS 3042, Economics of Development for Security Building, at NSA April-June.

### **Faculty Research and Conference Presentations**

Professor Jim Blandin along with his co-author, Honorable Sean O'Keefe (Director of NASA), had a resources planning and allocation case study titled: Nationland published in Security in a Changing World: Case Studies in U.S. National Security Management, Ed. Volker Franke, Praeger Publishing, 2003.

Looney, R E & Frederiksen, P C. 2004. "An Assessment of Relative Globalization in Asia during the 1980s and 1990s," Journal of Asian Economics: 15, #2. This paper uses factor analysis to generate indices of globalization. The authors find Netherlands to be the most globalized and Sierra Leone the least. Comparisons are made between different

regional groupings of countries to see how fast globalization is taking place.

McNab, R. and F. Melese. (2004). Public Corruption, and Governance. In Press. In S. Rashid (Ed.). (2004). Rotting from the Head: Donors and LDC Corruption. Dhakar, Bangladesh: University Press Bangladesh, pp. 13-27.

McNab, R. and S. Everhart. (2004). Aid, Corruption, and Governance. In Press. In S. Rashid (Ed.). (2004). Rotting from the Head: Donors and LDC Corruption. Dhakar, Bangladesh: University Press Bangladesh, pp. 29-42.

### **Revision to U.S. PPBS**

The Planning, Programming and Budgeting System (PPBS) used by the Department of Defense to allocate resources has recently undergone significant revision and is now known as the Planning, Programming, Budgeting and Execution process (PPBE). The changes are a result of a number of perceived shortcomings with the PPBS as it was being implemented and are designed to address the following concerns:

1. The system is too repetitive and labor intensive. In particular, it devotes too much time to resourcing at the expense of strategy development, planning, execution and accountability. As a result, these processes are not well-integrated.
2. The system encourages an adversarial between the services and does not foster a joint approach to determining requirements.

Rather than operate on an annual cycle, the new PPBE process operates on a biennial cycle. As detailed in Management Initiative Directive 913, the first year of the biennial cycle will look much like the old system: guidance will be issued, POMs will be developed and submitted, and a full program, budget and execution review will be conducted. In the second year, the emphasis will be on execution. Guidance will consist of tasking studies, the incorporation of fact-of-life changes acquisition changes, program decision memoranda studies completed and congressional changes. There will be only limited changes to the baseline program established in the first year.

An added goal of the new process is to allow a new presidential administration to plan for and implement its national defense priorities. In a four-year presidential term, there will be two biennial PPBE cycles as follows:

**Year 1: Review and Refinement**

- Early National Security Strategy
- Restricted fiscal guidance
- Off-year Defense Planning Guidance (tasking studies indicative of new administration's priorities; incorporating fact-of-life acquisition changes, completed PDM studies, and congressional changes)
- Limited POM/BES submissions
- Program, Budget, and Execution Review

**Year 2: Full PPBE Cycle - Formalizing the Agenda**

- Quadrennial Defense Review
- Fiscal guidance issued
- On-year DPG (implementing QDR)
- POM/BES submissions
- Program, Budget and Execution Review
- PB/Congressional Justification

**Year 3: Execution of Guidance Restricted fiscal guidance**

- Off-year DPG (tasking studies; incorporating fact-of-life acquisition program changes, PDM studies and congressional changes)
- Limited POM/BES submissions
- Program, Budget, and Execution Review initializes the on-year DPG
- PB/Congressional Justification

**Year 4: Full PPBE Cycle - Ensuring the Legacy Fiscal guidance issued**

- On-year DPG (refining alignment of strategy and programs)
- POM/BES submissions
- Program, Budget and Execution Review
- PB/Congressional Justification

More changes are in the works, and we will be writing about them in future newsletters.

**Future Courses**

## Future Resident Courses

### Defense Resources Management Course (four-week DRMC):

DRMC 04-2	19 Apr - 13 May 2004
DRMC 04-3	17 May - 11 Jun 2004
DRMC 04-4	19 Jul - 12 Aug 2004
DRMC 04-5	16 Aug - 10 Sep 2004

Please contact Sue Dooley at (831) 656-2104 or [DrmiAdmin@nps.navy.mil](mailto:DrmiAdmin@nps.navy.mil) for quota and enrollment information.

### International Defense Management Course (eleven-week IDMC):

IDMC 04-2	20 Sep - 3 Dec 2004
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### 35th annual Senior International Defense Management Course (four-week SIDMC)

SIDMC 2004	21 Jun - 16 Jul 2004
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For additional information on any of our resident courses please contact Sue Dooley at (831) 656-2104 or e-mail [DrmiAdmin@nps.navy.mil](mailto:DrmiAdmin@nps.navy.mil)



The DRMI Newsletter is published quarterly by the Defense Resources Management Institute. Questions regarding content or the submission of proposed articles should be directed to the Newsletter Editor, DRMI 64We, 1522 Cunningham Rd, Monterey, CA 93943.